

Educational Master Plan 2012-2015 Implementation Summary

Assessment of Institutional Effectiveness

Executive Summary

March 19, 2014

During the Fall 2013 semester the Educational Master Planning Committee (EMPC) conducted an assessment of institutional effectiveness by reviewing progress in implementing the Educational Master Plan for 2012-2015. The assessment was conducted with input from the Instructional Council, Student Services Council, Business Services, and the President/Superintendent's Office. The Implementation Summary document details activities, accomplishments, improvements, and initiatives that support the goals and objectives listed in the Educational Master Plan, with recommendations for the continuing implementation of the Educational Master Plan. The Educational Master Plan includes four Goals that are aligned with the four Accreditation Standards. Specific objectives were developed for each goal. The following Executive Summary highlights progress noted for each goal and objective.

Goal 1: The College will maintain programs and services that focus on the mission of the college supported by data driven assessment to measure student learning and student success.

Objective 1.1 Develop systems and procedures that establish the mission of the college as the central mechanism for planning and decision making.

CTE programs completed biennial evaluation and analysis of Labor Market and Program/Course data, held annual advisory committee meetings, and completed annual or biennial evaluation as required for specific accrediting entities, such as ADS, Paramedic, and Nursing. Data for program review was provided to departments related to student retention, success, completion rates, persistence rates, FTES, and other productivity measures, and program review forms were modified to ensure PLOs and SLOs are linked to the college mission and Institutional Learning Outcomes. The Enrollment Management Task Force was established to coordinate input from Academic and Student services, and an administrative procedure for enrollment management was developed. Academic programs created two year program pathways for major or certificate completion and to assist with long range scheduling of classes. The RN program revised curriculum to tie to the college mission. Recommendation is to proceed with SPOL implementation and training to integrate the college planning process and data driven assessment.

Objective 1.2 Develop an institutional scorecard to assess student learning that drives integrated planning and resource allocation.

The Chancellor's Office Student Success Scorecard was added to the IVC website. Academic Senate established institutional academic benchmarks. iDashboard was purchased to facilitate access to student success data, and SPOL was purchased to integrate Planning, Assessment, Accreditation, and allocation of resources and budget development. Data driven Program Review was shifted from three-year to annual cycle. Degree Works implemented to develop Student Educational Plans to guide

students toward their goals. Recommendations are to refine the score card with the full implementation of iDashboards, and to review the Chancellor's Office Scorecard and IVC's benchmarks annually.

Objective 1.3 Develop systems and procedures to ensure that the college maintains a collegial and self-reflective dialogue that improves effectiveness.

The EMPC approved a Committee Self-Evaluation tool to document committee effectiveness. Program Review forms and process modified to add clarity to linkages to Institutional Goals and to bridge transition to SPOL. Training on SPOL implemented to link budget requests to planning objectives. Aggregated and disaggregated data on student success, retention, persistence and program completion provided for program review for shift from three-year to annual program review. Student Services and Academic Services Deans began meeting with Vice Presidents to discuss and develop strategies to improve student success. The Enrollment Management Task Force established to coordinate input from Academic and Student Services. The Campus Hour and Professional Development Committee was formed to generate a calendar for staff and faculty events that will enhance collegiality and dialogue, and to develop the Professional Development Plan. Master Event Calendar established, and revision of the Master Planning Calendar initiated. Recommendation is to continue with the EMPC's annual review of planning and institutional effectiveness.

Objective 1.4 Develop systems that are inclusive, cyclical, and understood by all stakeholders.

Program Review format modified to add clarity of linkages to Institutional Goals and to bridge the transition to SPOL. SPOL implementation initiated with full implementation scheduled for Summer 2014. College Council initiated standardization of all committee agendas and minutes to ensure continuity of discussion and actions. College Council implemented process to include reports of all College Council subcommittees, and reviewed all committees' mission, purpose, and membership for currency. New administrative procedure developed for Enrollment Management Plan to guide mapping of course offerings based on budgetary guidelines and approval through participatory governance committees. Revision of Centralized Planning Calendar initiated. Thirteen community meetings held in Fall 2013 (three-year cycle) to gather input from the community regarding performance of the college. Robust social media presence maintained to foster two-way communication with students and the community. Recommendations are to add to the Master Planning Calendar timelines for updating website with committee agendas and minutes, and to continue to develop mechanisms for facilitating communication with students and the community.

Goal 2: The College will maintain instructional programs and services which support student success and the attainment of student educational goals.

Objective 2.1 Ensure that all instructional programs, regardless of location or means of delivery, address and meet current and future needs of students.

CTE Advisory Committees reviewed performance matrix for Chancellor's Office on Perkins outcomes and made recommendations on outcomes falling below accepted standards. DE Coordinator hired and DE

Coordinator defined criteria for DE course approval. 400 Building remodeled with four smart classrooms, faculty offices, and new assessment center, and modernized all remaining classrooms. New CTE buildings scheduled to open in Summer/Fall 2014. Enrollment Management committee improved process for development of 12 month schedule. Blackboard CMS was adopted campus-wide. ATLAS grant provided training on Blackboard and other technological innovations. Academic departments developed program pathways. Annual Applied Science Expo brought industry and schools together. Initial Associate Degrees for Transfer (ADTs) were approved the the Chancellor's Office for eleven ADTs. The Campus Hour and Professional Development Committee approved by the College Council. Recommendations are to increase staff and faculty professional development on student success strategies and support of the initiatives, and to include Campus Hour and Professional Development activities on the Master Event Calendar.

Objective 2.2 Review program learning outcomes annually (or biennially) to assure currency, improve teaching and learning strategies, and raise student success rates.

Implemented curriculum mapping and revision of SLOs and PLOs based on attendance at ACCJC SLO and Assessment Workshop. SPOL implementation and training initiated for SLO/PLO. Departments mandated to discuss SLO/PLO and student learning at minimum twice per year. Program Review form modified to link SAOs and PLOs to Institutional Learning Goals. Recommendations are to continue mandated department SLO meetings and continue with SPOL implementation. Annually review the Chancellor's Office Student Success and Support mandates, IVC Scorecard, IVC benchmarks, and relationship to SLO/PLOs. Increase professional development specific to teaching and learning strategies and add activities to Master Event Calendar.

Objective 2.3 Ensure that all Student Services programs, regardless of location or means of delivery, address and meet the current and future needs of students.

To comply with the mandates of the Student Success Act the Student Success Task Force was formed with representatives from Academic Services, Student Services, IT, and ASG. Also related to the Student Success Act, the priority registration plan was revised to comply with new mandates, use of Degree Works was expanded for student education plans, and the Comevo Orientation system and the Starfish student tracking system were purchased. The full-time Transfer, Articulation, and University Partnerships Coordinator was hired. The Transfer Center revised procedures for IVUP to ensure sustainability and worked with Academic Services to develop Associate Degrees for Transfer. Admissions and Records implemented electronic delivery and receiving of transcripts, enrollment verifications, and placed all forms in electronic format on the website. A full-time mental health counselor was hired to meet the increasing demand for mental health services for students. Recommendation is to continue to implement the mandates of the Student Success Act for Orientation, Assessment, and Educational Planning.

Objective 2.4 Ensure that all Student Services programs engage in a process of sustainable continuous quality improvement by annual review of Service Area Outcomes, and annual Program Review.

All Student Services programs completed program review and Service Area Outcomes. The Service Area Program Review form and process was modified to add clarity of linkages to Institutional Goals and bridge transition to SPOL. Recommendations are to continue annual cycle of Program Review and SAO development and assessment, and to continue to assist in the implementation of SPOL.

Objective 2.5 Ensure that the Library meets as closely as possible the “Standards of Practice for California Community College Library Faculty and Programs” of the Academic Senate for California Community Colleges.

A full-time library technician was hired. Information Literacy was more clearly defined, and discussed at Academic Senate to add to syllabi template. Library’s outreach to train faculty and students on Information Literacy was expanded through Blackboard, and assessed ILO through post-test after library instructional sessions. Recommendations are to add Library training for faculty and students to the Master Events Calendar, explore options for adding Information Competency/Literacy to the Curriculum Course Outline of Record, and consider hiring one additional librarian.

Objective 2.6 Ensure that instructional labs continue to collaborate in sharing financial and human resources, thus maintaining continuous quality improvement.

Processes were created to ensure baseline orientation for all tutors. All labs have hours of operation accessible to students. Math lab received funding from Foundation to assist with tutoring, and received Basic Skills money to pilot embedded tutor program in Spring 2014, as did Learning Services for English and Math. Reading/Writing lab underwent accelerated computer refresh of 200 computers. Physical Education lab upgraded new equipment, and Child Development lab upgraded with State grants. Tutors in Learning Services Labs and Study Skills Center were cross trained to provide tutoring in either lab, and Tutor Training class provides training in general principles of tutoring. Recommendations are for the Managers of instructional labs to meet twice per semester to coordinate financial and human resources, with Dean participation, and to continue sharing resources and mutual services to provide students broader access to tutoring services.

Goal 3: The College will develop and manage human, technological, physical, and financial resources to effectively support the college mission and campus learning environment.

Objective 3.1 Develop and implement a resource allocation plan that leads to fiscal stability.

Resource committees review and prioritize requests for new resources. Recommendations from FCMAT that address financial issues are being implemented. Revised budget development timeline developed. Implementation of SPOL will facilitate direct link between program review , assessment data, financial planning, and institutional goals. Budget and Fiscal Planning Committee designated to prioritize new resource requests and provide ranked list to President’s Cabinet. Recommendation is to continue to implement the items noted above.

Objective 3.2 Implement a robust technological infrastructure and the enterprise software to support the college process.

Technological infrastructure improvements include campus-wide wireless, replacement of fiber network routes, wireless WAN connection, virtualization of data center servers, and disaster recovery plan implemented. Enterprise software systems implemented include Blackboard, Curricunet upgrade, online time sheet, Webstar improvements, Argos reporting, Degree Works fully implemented, iDashboards, syllabi repository, and Service Desk tracking. Currently implementing Data Center “hardening”, Strategic Planning Online (SPOL), Starfish for tracking student contacts, and Comevo online orientation system. Recommendation is to continue to implement the above items.

Objective 3.3 Build new facilities and modernize existing ones as prioritized in the facility master plan.

400 Building remodeled with six new smart classrooms, faculty offices, and new assessment center, and all remaining classrooms modernized. New construction of CTE buildings to be completed in Spring 2014. 900 Building remodeled. 500 Building to be removed Spring 2014. Evaporation pond project to be completed Spring 2014. Recommendation is to continue to complete projects noted above.

Objective 3.4 Design and commit to a long-term professional development plan.

Campus Hour and Professional Development (CHPD) Committee established by College Council Fall 2013. Faculty offered staff development during campus hour. Art Gallery provided cultural enrichment through art exhibits, film showings, and speakers. Recommendations are to add professional development activities to Master Event Calendar and for the CHPD Committee to develop professional development plan.

Objective 3.5 Raise the health awareness of faculty, staff, and students.

Student health fairs were held, and flu shots offered to students. Ad hoc Wellness Committee formed. Wellness Program initiated with Walking Club and negotiated reduced fees at local health clubs for IVC employees, and Wellness Fair held spring 2013. Recommendation is to continue to expand student and staff participation in wellness activities.

Goal 4: The Board of Trustees and the Superintendent/President will establish policies that assure the quality, integrity, and effectiveness of student learning programs and services , and the financial stability of the institution.

Objective 4.1 Review all Board policies annually to ensure that they are consistent with the College mission statement, that they address the quality, integrity, and effectiveness of student learning programs and services, and that they guard the financial stability of the institution.

Each Vice President reviewed policies and procedures in their areas and forwarded updates to appropriate committees. Curriculum Committee reviewed policies on Degrees, Credit Hour, and Student Services revised policy on priority registration. Recommendation is for administrators to attend CCLC training.

Objective 4.2 Maintain a clearly defined Code of Ethics that includes appropriate responses to unprofessional behavior.

Board of Trustees received report on Conflict of Interest at Fall 2013 Board meeting by legal counsel. Administrative Dean of HR advertised workshops on Ethics in the Workplace . Recommendations are to include ethics in professional development activities, ensure Board Policy is up to date on Code of Ethics, Human Resources to inform Trustees of workshops, and Human Resources to monitor workshop and/or training attendance of Trustees.

Objective 4.3 Ensure that the Board of Trustees is informed and involved in the accreditation process.

Board informed and discussed accreditation and ACCJC actions at July 10, 2013 Board meeting. Written communication sent to the Board at the August 21, 2013 Board meeting . Board discussed ACCJC action at September 12, 2013 meeting. Recommendations are that the Board review and approve the response at February 19, 2014 Board meeting, and for accreditation to be discussed at the Board Retreat on March 15, 2014.

Objective 4.4 Ensure that the process of the evaluation of the Board of Trustees and the Superintendent/President are clearly defined, implemented, and publicized.

Board of Trustees places evaluation of the Superintendent/President on the Board Agenda. Board reviews Board Goals and makes recommendations annually. Board Policy BP2435 and Administrative Procedure AP2435 address evaluation of the Superintendent/President, and the Board follows BP2745 on Board Self-Evaluation. Recommendations are to change dates on BP2745 to follow the EMPC planning calendar, and for Board Self-Evaluations to be discussed in public and the tools used are included in the agenda.

Objective 4.5 Establish a governance structure, processes, and practices that guarantee that the governing board, administration, faculty, staff, and students will be involved in the decision making process.

Board Policy BP2510 and Administrative Procedure 2510 address participatory governance and decision making process. Board Policy BP 3255 Strategic Planning Committee prioritizes short and long-term goals. President holds Campus Forum each semester to inform the campus community of the state of the college. President established the START committee to review and make recommendations for implementation of FCMAT recommendations. Recommendation is to re-evaluate and consolidate consultation process to ensure participatory governance and ensure goals and priorities are vetted through a proper consultation model.

